



# **Internal Audit Report**

**Countywide Travel  
August 2005**



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August 31, 2005

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We have completed our review of the County's travel expenditures. This audit was performed in accordance with the annual audit plan approved by the Board of Supervisors. The specific areas reviewed were selected through a formal risk-assessment process.

Highlights of this report include the following:

- Retail fuel purchases and County pump fill-ups were frequently completed by employees on vacation days and scheduled days off
- The Sheriff's Office could have saved as much as \$170,000 if extradition trips had not included additional nights stays
- Mileage reimbursement costs could be reduced through closer review of reimbursement requests and better management of department vehicles

Attached are the report summary, detailed findings, recommendations, and management responses. We have reviewed this information with appropriate Directors and appreciate the excellent cooperation provided by County management and staff. If you have any questions, or wish to discuss the information presented in this report, please contact Joe Seratte at 506-6092.

Sincerely,

A handwritten signature in cursive script that reads "Ross L. Tate".

Ross L. Tate  
County Auditor

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# Executive Summary

## **Retail Fuel Purchases (Page 9)**

Departmental monitoring of purchase card (P-card) fuel transactions should be improved. We noted instances of fuel purchased on employees' vacation days, as well as instances of failure to maintain receipts and approve P-card transactions. These transactions increase the risk of unauthorized or personal purchases. County departments should provide oversight that includes matching P-card transactions to employee time sheets, monitoring transaction receipts, and reviewing and approving transactions.

## **Extradition Travel (Page 13)**

Although travel completed by the Sheriff's Office Extradition Unit generally conformed to MCSO policy, 14 of 24 audited trips included at least one night's stay unnecessary to the timely return of extradited prisoners. We estimate the Sheriff's Office could have reduced its fiscal year (FY) 2004 extradition travel expenditures by as much as \$170,000 if extradition trips had been completed more efficiently. The Sheriff's Office should revise internal policies to better manage extradition trip duration and overnight destinations.

## **County Pump Observation (Page 17)**

Of the 160 County pump fuelings tested, 5 were completed by employees on vacation days or regularly scheduled days off. With over 140,000 fill-ups totaling 2 million gallons each year, a three percent error rate indicates a significant risk to County resources. County management should consider additional controls over pump transactions including security cameras and a reconciliation of pump transactions to employee time sheets.

## **Non-Local Travel Claims (Page 21)**

Adherence to County travel policies should be improved. Although we did not note any significant misrepresentations on the travel claims reviewed, closer adherence to the County Travel Policy would have a positive impact on County travel expenditures. County management and affected departments should strengthen internal controls over travel expenditures and follow existing travel policies and procedures.

## **Mileage Reimbursement (Page 25)**

Errors in mileage reimbursements and under-utilized fleet vehicles result in higher than necessary local travel costs. We estimate the County could have saved \$150,000 if authorizing supervisors had validated mileage reimbursement requests and existing department fleet vehicles were effectively distributed. County management should revise Mileage Reimbursement policies and departments should monitor reimbursement requests and assign County vehicles effectively.

## **Cost Effective Fuel Usage (Page 28)**

Overall, County drivers do an adequate job of using County fuel efficiently by relying on County pumps as their primary source of fuel and supplementing with retail purchases when necessary. Only four percent, or about \$20,000 of the total retail purchases in the four quarters under review were purchased at a retail outlet within 2.5 miles from an accessible County fueling facility.

# Introduction

## Defining Travel Expenditures

Our objective in the Countywide Travel audit was to identify the components of County travel costs and ensure County dollars were efficiently and effectively spent. Typically, “travel” expenditures are thought of as airline tickets, hotel bills, rental cars, and per diem meals. Although we reviewed these expenses, we found that as a local government, the County spends the great majority of its travel dollars on local transportation.

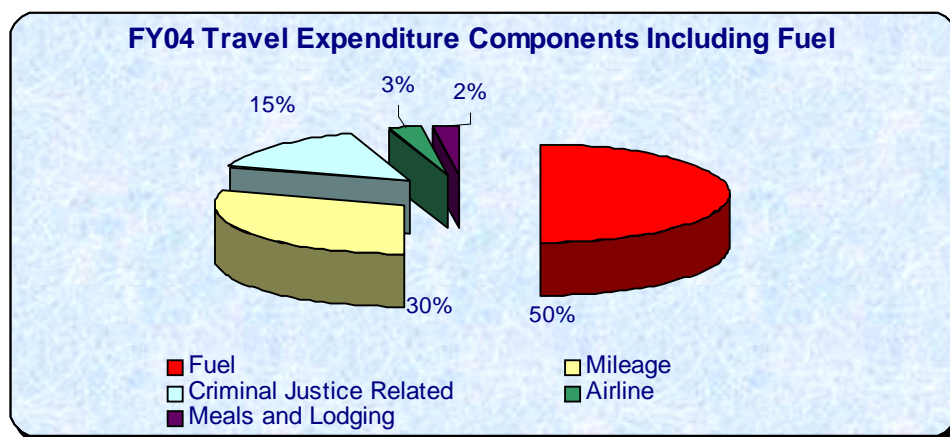
As shown in the graph below, 80 percent of FY 2004 County travel dollars were spent on local transportation costs -- fuel and mileage reimbursement. Most of these expenditures are incurred in the course of transporting County employees within the bounds of the County on daily business.

## Non-Local Travel

When employees travel outside the County, it is usually to receive training or attend professional meetings. Travel claims we reviewed showed the typical County traveler often completes more than one trip per year, is in a management or supervisory position, or has continuing education obligations to maintain professional credentials. The most frequent travel destination in our FY 2004 sample was Washington D.C. County policy requires that travel be scheduled through each department’s Travel



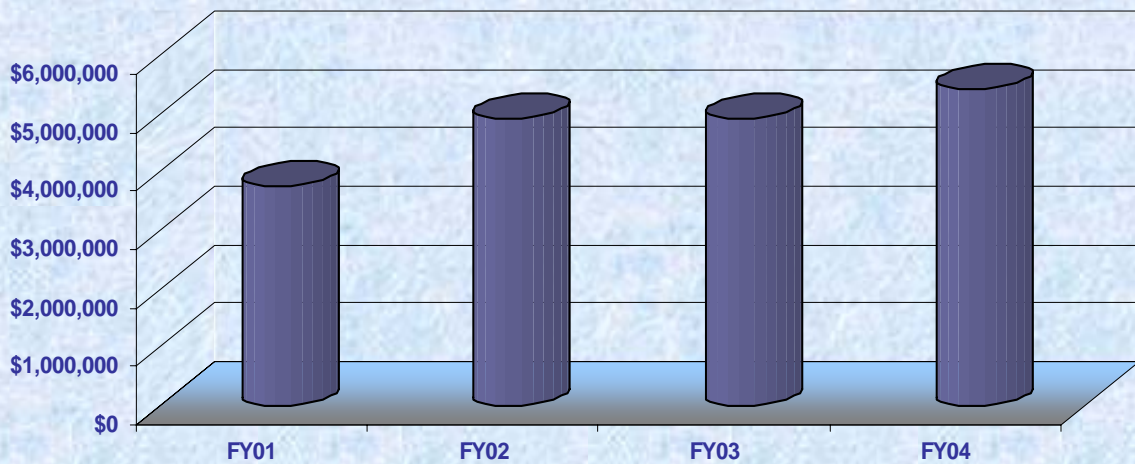
**The # 1 Destination for County Travelers is Washington D.C.**



**80% of the County’s Travel Dollars Are Spent on Local Travel**

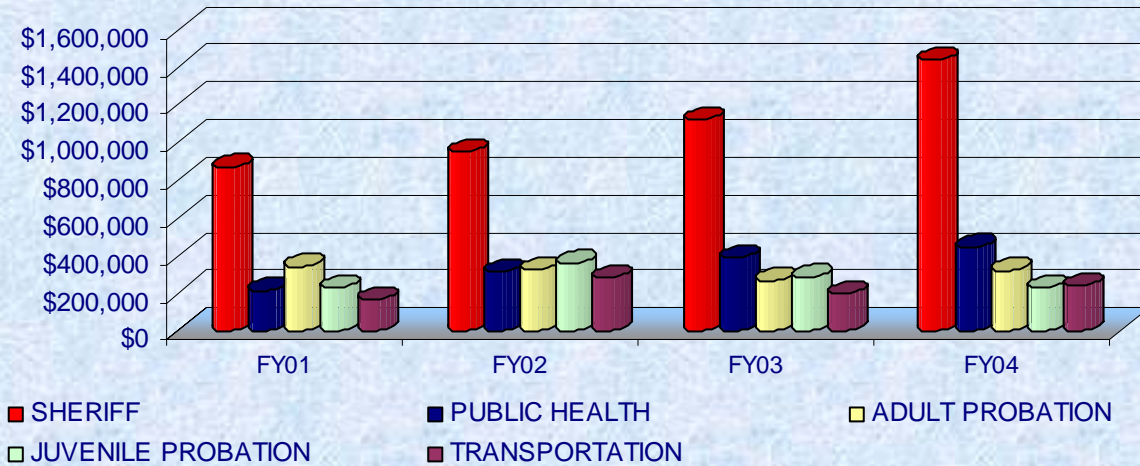
Coordinator, who is responsible for planning, documenting, and maintaining records of department travel assignments. The County expended \$5.4 million in FY 2004 travel. The graph on the next page depicts changes in the County’s travel expenditure trends over the past four fiscal years.

### Maricopa County Travel Expenditure Trend (FY 2001- FY 2004)



**Countywide travel increased 61% from FY 2001 through FY 2004. The largest increases came from fuel purchases and mileage reimbursements.**

### Travel Expenditure Trends for Top Five Maricopa County Departments (FY01- FY04)

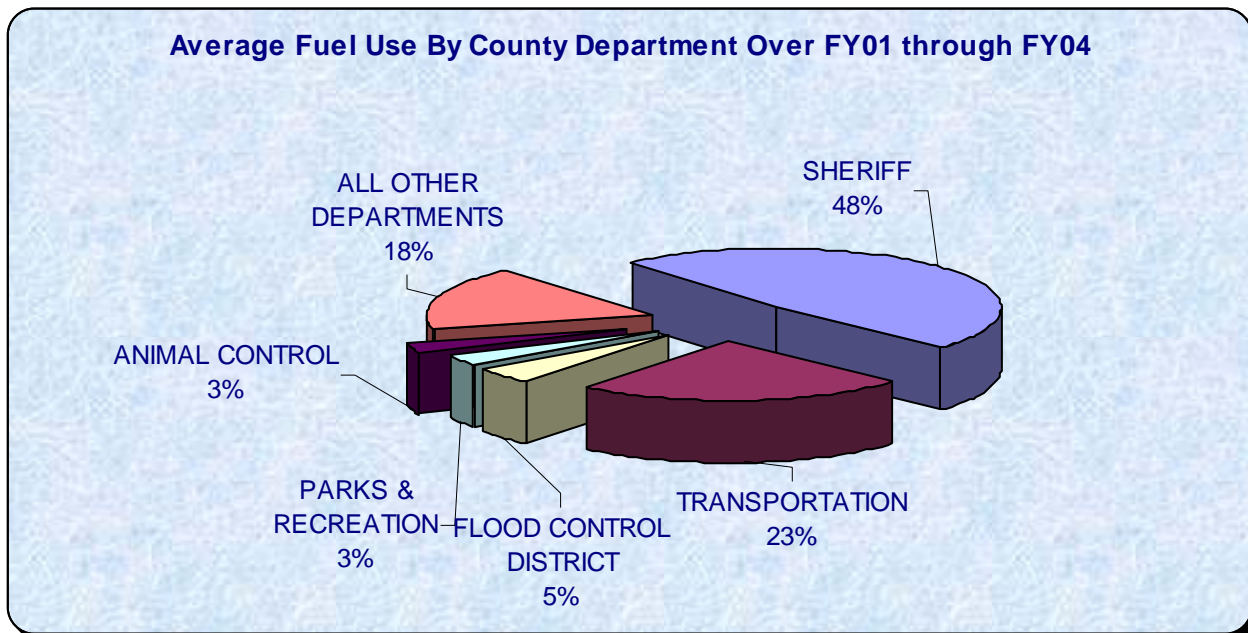


**The Sheriff's Office is the biggest user of County travel dollars.  
The largest component of their travel expense is fuel.**

### Fuel as a Component of Travel Expense

Many departments transport themselves, their customers, or their work products throughout the County to accomplish their jobs. Departments fuel County vehicles locally at County pumps, and also at retail stations by using a purchase card. Departments used between \$2.7 and \$3.6 million of fuel annually for the last four fiscal years.

From FY 2001 through FY 2004, five departments consumed over 80 percent of County fuel, as shown below. Organizations with the most vehicles, such as the Sheriff's Office and the Department of Transportation, use the most fuel.



#### *County Pump Fuel*

The Equipment Services Department (ESD) operates 12 fueling sites that provide unleaded, diesel and propane fuels. ESD also has agreements with State of Arizona operated sites to provide compressed natural gas (CNG) at seven additional stations. ESD tracks fuel obtained from the 12 sites they operate along with the other affiliate sites used by County drivers.

To obtain fuel, drivers must have a programmable fueling key that is inserted into the fuel pump allowing the Fuel Master system to record the vehicle odometer reading, type, and amount of fuel obtained. The fuel keys can be programmed to accept quantities and fuel types specific to the vehicles to which they are linked. The fuel keys also record all attempts to input invalid odometer readings, enabling ESD and using departments to monitor fuel usage and efficiency for each vehicle. Although there are limitations, this system provides effective preventive controls over fuel transactions, and supplies valuable data for tracking and trending fuel consumption.

#### *Retail Fuel*

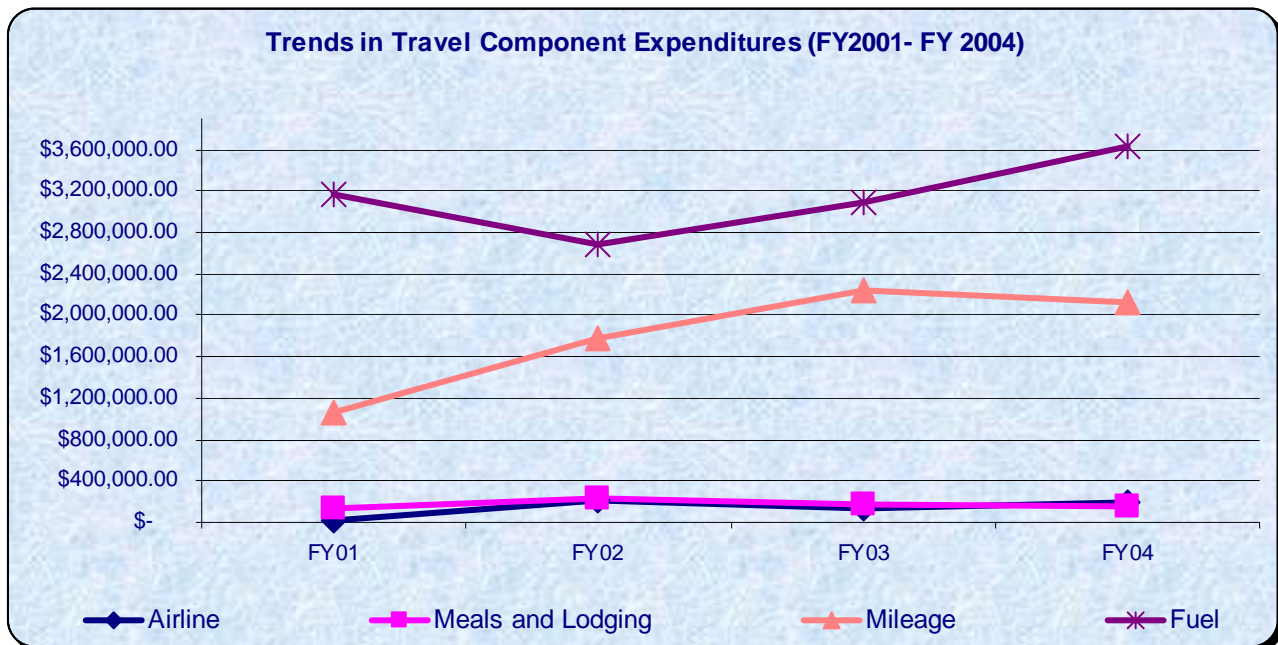
Vehicle operators may also purchase fuel at any retail gas station if they have a County-issued purchasing card (P-Card). From FY 2001 through FY 2004, County departments purchased an average of 12 percent of their fuel from retailers. Purchasing fuel at local retail pumps costs an additional 18 to 33 percent over County pump prices. However, because of the time and distance involved in driving to a County pump, it is sometimes more efficient to fuel at retail stations. These purchases do not have the controls in use at County pumps, so it is important for departments to monitor P-card transactions.

## Mileage Reimbursement

Mileage reimbursement has increased more than any other component of travel expenditures, doubling from FY 2001 to FY 2004 (\$1 million to \$2.5 million). Mileage reimbursement claims increased because:

- The rate of reimbursement has increased from .325 cents per mile in FY 2001 to .375 cents per mile in FY 2004
- Some departments use their employees' personal vehicles more frequently than County fleet vehicles to accomplish their local travel requirements
- Rising fuel costs may motivate employees to more closely monitor work-related driving and expenses and more frequently submit reimbursement requests

The chart below compares trends in travel expenditure components from FY 2001 through FY 2004, and depicts the significant upswing in fuel and mileage reimbursement expenditures:



## Scope and Methodology

The objectives of this audit were to verify that:

- Departments adhere to the County Travel Policy and Manual through proper budgeting, authorization, and planning of travel expenditures
- Fuel is used only for authorized County business
- County drivers efficiently use fuel resources
- Purchase card fuel transactions do not include unauthorized purchases for non-fuel items
- Extradition and investigation travel expenditures are appropriately tracked and documented
- Mileage reimbursements are correctly calculated, verified, and accurately reimbursed
- County fueling sites are secure from unauthorized use

The scope of this audit was Countywide, and all departments with travel expenditures were considered in our sample selection. Although we tested in depth those areas with the largest dollar exposure, we reviewed travel expenditures from the following County areas:

- Adult Probation
- Assessor
- Constables
- County Administrative Office
- Environmental Services
- Treasurer
- Human Services
- Planning & Development
- Sheriff
- Telecom
- Animal Care & Control
- Clerk of the Court
- Correctional Health
- Elections
- Juvenile Probation
- Library
- Public Health
- Recorder
- Superintendent of Schools
- Transportation

This audit was performed in accordance with generally accepted government auditing standards.

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# Issue 1 Retail Fuel Purchases

## Summary

Departmental monitoring of purchase card (P-card) fuel transactions should be improved. We noted instances of fuel purchased on employees' vacation days, as well as instances of failure to maintain receipts and approve P-card transactions. These transactions increase the risk of unauthorized or personal purchases. County departments should provide oversight that includes matching P-card transactions to employee time sheets, monitoring transaction receipts, and reviewing and approving transactions.

## County Employees Use Retail Stations

County employees fuel at retail locations using their purchase card (P-card) 18,000 – 20,000 times each year. This is because, in some instances, it is not cost effective to travel to a County pump to fuel a vehicle. However, P-card transactions are inherently riskier than fueling at County pumps and require compensating controls. We selected high-volume P-card users and reviewed their fuel transactions to ensure that:

- Fuel is supplied only to County vehicles
- Fuel is purchased/used for County business
- Personal purchases are not made on days off or vacation days
- Purchases are fuel only (no food or other non-business items)

## County Policy Requirements

The Maricopa County P-card policy identifies important controls over County fueling cards including:

- User departments are responsible for establishing effective internal controls over procurement card purchases
- Fuel card receipts must be maintained and signed by the card holder

Maricopa County Policy A2302 states that County-owned vehicles may be used only for County business and not for personal convenience. No departments should purchase fuel for any County owned, leased, or rented vehicle used for any non-County purpose.

The Maricopa County Ethics policy directs County employees to refrain from direct or indirect use of County property for anything other than official activities.

## MCSO Overnight Take-Home Vehicles

According to the Sheriff's Office, there are approximately 600 MCSO fleet vehicles and 283 (47%) are taken home overnight by MCSO employees. MCSO policies on take-home vehicles are not well-defined; more specific information, such as a listing of positions eligible for take-home vehicles, would strengthen internal controls and make it easier to monitor take-home vehicle use. County vehicles on overnight permits increase risk to the County and can contribute to personal vehicle use.

## MCSO Employees Fuel on Days Off

Generally, an employee has no business reason for fueling with a P-card on days off and vacation days. We selected departments with significant fleets to test P-card fuel activity. A sample of transactions from each department was compared to employee timesheets to verify that employees were fueling during work hours and therefore, presumably, for County business. The numbers in the table below show the results of comparing payroll record work days to P-card transactions for the Sheriff (MCSO), the Department of Transportation (MCDOT), and Planning & Development (P&D):


DEPARTMENT	NUMBER of EMPLOYEES w/ FUEL P-CARDS	NUMBER of EMPLOYEES TESTED	EMPLOYEES W/ NON-WORK DAY TRANSACTIONS
MCSO	381	36	17
MCDOT	12	7	0
P & D	6	5	0

MCSO P-card users fueled regularly on days off as well as on vacation days. Occasionally, an employee may be required to fuel immediately before returning to duty, due to an empty tank. However, we regularly observed fuel transactions completed at the beginning of a two to three day period away from work. In other cases, we identified multiple fueling transactions completed during periods away from work as long as seven days encompassing vacation (PTO), weekends, and regular days off.


## MCSO Vehicles, Fuel Used to Work Second Jobs

The Sheriff's Office internal policy allows deputies and sworn personnel to use MCSO vehicles for off duty (non-County) employment. According to the Sheriff's Office, the primary reason for using County vehicles and fuel on days off is to work a second job, not related to County employment. The two charts below and on the following page are two examples of non-work day activity taken from the 17 MCSO employees noted above.

MCSO Employee # 1											
10/31/04	11/01/04	11/02/04	11/03/04	11/04/04	11/05/04	11/06/04	11/07/07	11/08/04	11/09/04	11/10/04	
Work Day	Work Day	PTO or Scheduled Days Off						Work Day	Work Day	Work Day	
		\$34.55				\$35.01					




Fuel Purchase  
for Off Duty Job




Fuel Purchase  
for Off Duty Job

MCSO Employee #2														
10/18/04	10/19/04	10/20/04	10/21/04	10/22/04	10/23/04	10/24/04	10/25/04	10/26/04	10/27/04	10/28/04	10/29/04	10/30/04	10/31/04	11/01/04
Work Day	PTO or Scheduled Days Off													Work Day
		\$17.67	\$42.45								\$43.12			



Fuel Purchases



Fuel Purchase

### Department of Transportation P-card Usage

The Department of Transportation (MCDOT) provides P-cards to members of its REACT team. The REACT team responds to traffic incidents and provides support services to “first responders” such as law enforcement and fire departments. We reviewed the REACT team’s P-card transactions and found no issues with fueling on days off.

We did, however, find that MCDOT did not follow P-card policy for maintaining and approving transaction receipts. In one case, a MCDOT employee was unable to provide receipts for 90 percent of P-card transactions. In three instances, MCDOT employees purchased items described by P-card records as a “Merchant Snack.” MCDOT did not retain receipts for these transactions.

For the period under review, MCDOT management did not require employees to maintain and submit receipts, and did not provide effective oversight for employee P-card transactions.

### Proactive Department Monitoring

It is our recommendation that County departments monitor fuel usage by reviewing three sets of data. Departments can see the “big picture” of employees’ fuel usage by comparing:

- Payroll records or time sheets
- P-card transaction reports and receipt copies
- Equipment Services Faster system fuel reports

Transactions on days not worked, either on the P-card or at County pumps, should be investigated. And, only by monitoring



**A County department proactively monitored employee retail fuel transactions and obtained video evidence of personal P-card use**

combined activity at both County pumps and retail stations, can departments effectively monitor total fuel costs.

One County department recently identified P-card transactions on an employee's day off. The department contacted the appropriate retailer and obtained a video record of the pump transaction. The video clearly showed the employee's personal vehicle being fueled at the pump. The Department immediately shut down the employee's P-card, protecting the department and the County from additional unauthorized fuel expense.

## **Recommendation**

MCSO should:

- A.** Revise policies to better define when MCSO vehicles may be taken home overnight, ensuring that vehicles and fuel are used only for County purposes, and that County assets are efficiently and economically used.
- B.** Compare P-card transactions to employee timesheets and investigate any transactions on non-work days.

MCDOT should:

- C.** Enforce current P-card policy by requiring receipts for all transactions and reviewing and approving P-card fuel purchases.

# Issue 2 Extradition Travel

## Summary

Although travel completed by the Sheriff's Office Extradition Unit generally conformed to MCSO policy, 14 of 24 audited trips included at least one night's stay unnecessary to the timely return of extradited prisoners. We estimate the Sheriff's Office could have reduced its fiscal year (FY) 2004 extradition travel expenditures by as much as \$170,000 if extradition trips had been completed more efficiently. The Sheriff's Office should revise internal policies to better manage extradition trip duration and overnight destinations.

## MCSO Travel Policy

The Extradition Unit (EU) returns fugitives wanted on Superior Court warrants and in custody in other states. In FY 2004, the EU completed 687 trips and expended just over \$1 million returning approximately 1,200 prisoners to Maricopa County. Current EU standards allow up to three days travel time for destinations east of the Mississippi; travel west of the Mississippi must be completed in two. Destinations an hour or less by air are to be completed within 24 hours without incurring hotel expenses.

## Extradition Travel Included Extended Stays

Our review of 24 completed EU trips found the following:

- Thirteen of the sampled FY 2004 EU trips (54 %) included time in travel status not required to complete prisoner extradition. The EU Travel Coordinator typically scheduled flights to arrive at destinations by mid afternoon or early evening, allowing an overnight rest prior to prisoner pickup. However, deputies often took an additional day before taking custody of the prisoner and returning to their duty posts.
- During six trips (25 %) deputies stayed an average of 119 miles (round trip) or 4.25 hours away from their prisoner pick-up points, resulting in additional travel expenses of higher per diem and hotel rates.
- One trip included personal travel expenses originally paid for with a County purchase card and only partially reimbursed after travel was completed. An MCSO Lieutenant outside the EU approved this arrangement counter to both internal MCSO and County policies.

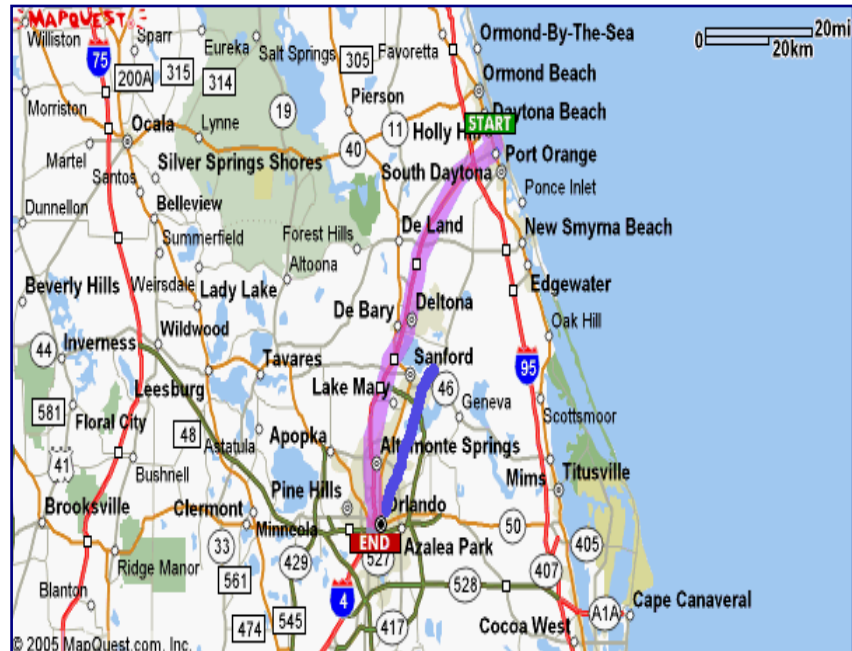
## Impact on the Sheriff's Office

The 24 EU trips reviewed exceeded necessary expenditures by approximately \$14,000 (16%). If all FY 2004 EU trips exceeded necessary expenditures in a similar fashion, the impact to the Sheriff's Office could have been as much as \$170,000.

## Extended Stay Example

### –Sanford, FL

- Monday- Deputies fly into Orlando mid day; drive 100 miles to hotel in Daytona Beach.
- Tuesday- Deputies remain in Daytona and spend Tuesday night there.
- Wednesday- Deputies drive to Sanford; pick up prisoner and fly out of the Orlando Airport.



**During the Sanford extradition, deputies stayed in Daytona Beach, a popular beachfront destination with a nightly per diem rate of \$90 compared to Sanford's rate of \$71.**

COSTS INCURRED FOR EXTRA DAYTONA DAY	
Lodging	\$128.00
Meals	\$ 86.00
Vehicle Rental	\$ 50.08
Personnel	\$522.60
<b>Total</b>	<b>\$786.68</b>

There were 13 other extradition trips in our sample of 24 that included extended stays or overnight destinations substantial distances from prisoner pick up points. These include:

- Lexington, South Carolina where six deputies stayed overnight in Myrtle Beach, 159 miles away from the prisoner pick-up point for one extra night at an additional cost of \$2,787
- Brockton, Pennsylvania where two deputies stayed overnight in Buffalo, New York, 342 miles away from the prisoner pick-up point for one extra night at an additional cost of \$945
- Honolulu, Hawaii where two deputies stayed an additional night (accounting for time change) at a cost of \$973

## **Reasons for Extended Trips**

MCSO EU travel exceeded the time required for actual extradition because:

- Current EU procedures emphasize destination, allowing for additional days beyond the time required to travel, rest, and secure a prisoner
- Unnecessary side trips were sometimes included as components of extradition trips
- EU operating procedures are overridden within the MCSO command structure to approve inappropriate personal travel

## **County Policy Requirements**

County travel and purchase card policies provide guidance to travelers:

- County travel should be accomplished in the most cost-effective manner possible giving consideration to safety and other concerns
- Personal travel should not be charged to the County or temporarily funded by purchase cards (P-cards)
- Use of County P-cards for personal purchases is strictly prohibited and may result in termination of P-card privileges or dismissal

## **Recommendations**

MCSO should:

- A. Revise EU policies to restrict trip duration to include an appropriate rest period prior to prisoner pick-up instead of a standard number of days.
- B. Revise written policies that require deputies' overnight stays to be within a reasonable proximity of the prisoner pickup point or airport, such as a 20-mile radius.
- C. Enforce County policies preventing County P-cards from being used for personal expenditures or to temporarily fund non-County travel.

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In our four-day monitoring period, we observed approximately 160 vehicles fueling. This represents a very small sample of activity, as County pumps provide 140,000 fill-ups, dispensing around 2 million gallons of fuel each year. We confirmed through visual inspection of insignias and government plates that most of the vehicles were part of the County fleet. However, 8 of the 160 vehicles observed were not readily identifiable as County vehicles.

The eight vehicles in question used MCSO fuel keys to fill-up and were identified by the Sheriff as belonging to their fleet. We had to rely on MCSO data for this assertion, as the Sheriff uses both leased and unmarked cars that are not on the County's Equipment Services vehicle listing.

### **MCSO Employees Fuel on Days Off**

We traced the eight individuals fueling with MCSO fuel keys to Sheriff's Office payroll records and confirmed they were MCSO employees. However, payroll records show that four of the eight individuals were fueling on non-work days. Non-work days include vacation days and regularly scheduled days off. These results are similar to the results seen in our test of retail fuel transactions, where approximately half of MCSO employees tested were noted as fueling on non-work days.

### **MCSO Take-Home Vehicle Policies**

Permitting County vehicles, using County fuel, to be driven on non-work days increases County fuel costs unnecessarily. A factor that may contribute to non-work day fuel use is allowing take-home vehicles to be driven for personal purposes. As noted in Issue # 1, MCSO allows around 47 percent of their vehicles to be taken home overnight. We noted overnight take home vehicles assigned to employees in MCSO functions that are not "first responders" to emergency situations. These units include:

- Public Information
- Internal Affairs

We noted a high percentage of vehicles fueling on non-work days in our small sample. This suggests that County fuel costs could be significantly reduced by better controls over non-work day fuel transactions and by reviewing the appropriateness of take-home vehicle assignments.



**Vehicles with government plates and insignia are easily identifiable as County property; however, leased or unmarked vehicles may also be used on County business**

### **Environmental Services Vehicle Fueled During Non-Work Hours**

In addition to the four instances previously mentioned, we observed a truck fueling from the Vector Control Division of the Environmental Health Services Department. As it maintained a magnetic County insignia, we did not initially identify it as an exception.

However, we later found that the individual fueling the truck had left work an hour prior to the time of fueling. We learned from Division management that the vehicle we observed should have been parked at the Mesa facility overnight; the driver inappropriately kept the County vehicle over the weekend. Environmental Services management is currently addressing the issue.



**A Vector Services employee, observed fueling after hours, was determined to be inappropriately driving the vehicle on personal time**

### **MCSO Has 450 High-Risk Fuel Keys**

At the time of the audit, Equipment Services' records showed that MCSO had 450 non vehicle specific fuel keys, commonly referred to as "low org" keys. Low org fuel keys are high risk because they:

- Cannot be tied to a specific vehicle's activity and monitored for inappropriate use
- Circumvent normal controls that require the input of correct odometer readings to activate fuel pumps
- May be used fraudulently if lost or stolen

### **Recommendations**

MCSO should:

- A. Reassess its need for unprogrammed (low org) fuel keys, and increase physical controls over any remaining unprogrammed fuel keys to guard against loss or unauthorized use.
- B. Implement internal controls over County pump fuel transactions to ensure fuel is used only for authorized County business.

Equipment Services should:

- C.** Consider installing and monitoring security cameras at high-traffic fueling sites.
- D.** Limit issuance of low org fuel keys to small equipment (non vehicles).

Affected County Department should:

- E.** Take employees work schedules into account when validating County pump fuel transactions.

# Issue 4 Non-Local Travel Claims

## Summary

Adherence to County travel policies should be improved. Although we did not note any significant misrepresentations on the travel claims reviewed, closer adherence to the County Travel Policy would have a positive impact on County travel expenditures. County management and affected departments should strengthen internal controls over travel expenditures and follow existing travel policies and procedures.

## County Policy Requirements

County travel policies, travel manual, and procurement card procedures provide guidelines to employees traveling on County business and require that:

- Adequate and reasonable competition be documented when procuring airline tickets; the County Travel Manual directs Travel Coordinators to document at least three Internet bids using screen prints to indicate the lowest fare selected
- An authorization memo be maintained documenting the need to stay at a particular facility when hotel rates exceed applicable per diem

## Documenting Reasonable Travel Expenses

Most of the time, County travelers did a good job of following County travel policies; the policies include documenting an acceptable price on airline tickets and hotel rooms. However, 23 percent of the time and 33 percent of the time, respectively, County travelers did not document multiple airline bids or document the reason they exceeded allowable hotel rates.

## Multiple Airline Bids

Most County Travel Coordinators in our sample made airline reservations directly using one of the online travel search engines. Approximately 25 percent of the Travel Coordinators in our sample did not document their online airline pricing research or validate that they had purchased the lowest available airfare. We could not reliably establish airfares available on the date of each flight because of the changing nature of airfares. However, we observed that the airfare prices obtained generally seemed reasonable, so the impact to the County may be minimal.



**A Westin Embassy hotel room (within per diem rates) in Washington D.C.**

## Hotel Per Diem

Occasionally, travel destinations may require that County travelers seek lodging at a cost above authorized per diem rates. Approximately 33 percent of the travelers in our sample exceeded per diem rates without authorization or explanation. We did note that many travelers exceeding per diem were staying at conference facilities. Even when staying at the conference hotel, if nightly rates exceed per diem, a justification memo must still demonstrate that the stay is in the best fiscal interest of the County when compared to the alternatives.

Travelers exceeded hotel per diems an average of \$45 per night, with several exceeding per diem rates by more than \$120 per night. With daily car rental rates averaging \$25-\$35, County travelers may still have reduced travel expenditures by staying at an authorized hotel and renting a car. The U.S. General Services Administration (GSA) Per Diem Website provides information on available hotels that have agreed to accept the federal per diem rates for most major cities. The chart below exhibits some comparisons between actual County employee hotel stays and comparable lodging located through the GSA Website. While the alternative hotel represents a single example and may not have been available at the time the trips were booked, each hotel listed guarantees that it offers the per diem rate to government travelers:

Destination	Selected Hotel	Per Diem Accepted Hotel in Area	Distance from Selected Hotel	Savings per Day	# of Per Diem Hotels in Area
Washington D.C.	Washington Hilton	Westin Embassy	< 1 mile	\$ 23	75
San Diego	Manchester Hyatt	Hilton Gas Light	< 1 mile	\$ 95	77
New Orleans	Royal Sonesta Hotel	Loews New Orleans	< 1 mile	\$ 126	49

Source: Per Diem Accepted Hotel Alternatives and the # of other alternative lodging establishments can be found at [www.fedtravel.com/gsa](http://www.fedtravel.com/gsa) or link from the County Materials Management Intranet site.

## Review Results

We reviewed travel claims for 13 County departments including 129 trips with over 200 County travelers. Several of the sampled trips were grant funded educational trips and included up to 31 travelers to each destination. The County expended approximately \$3.9 million in non local travel during FY 2004 (excluding criminal justice related travel). The chart on the next page depicts our review results including error types, frequency, and projected annual impact.

## Potential Loss

Sampled travel claims exceeded necessary expenditures by approximately \$12,700, adding nearly seven percent to sampled County travel costs. If a similar exception rate is applied to FY 2004 non local travel, the County could have saved \$72,000-\$250,000 in travel expenditures, depending on

how much excess hotel per diem can realistically be avoided. Failing to properly document County travel claims can also increase the risk that travel funds are spent inappropriately.

Exception Description	Type of Exception	# of Exceptions/Percent of Travelers	Identified Impact	Projected Countywide Impact
Hotel Per Diem Exceeded w/o Justification	Expenditure	79 / 33%	\$10,110	\$198,922
Meal Per Diem Pro-Rated in Error	Expenditure	38 / 16%	\$ 1,738	\$ 34,206
Hotel Stay Exceeds Event Dates	Expenditure	2 / 1%	\$ 341	\$ 6,710
Conference Meals Not Deducted From Meal Per Diems	Expenditure	14 / 6%	\$ 307	\$ 6,036
Lodging Within 50 Miles of Duty Station	Expenditure	4 / 2%	\$ 252	\$ 4,958
Conference Agenda not Available	Documentation	28 / 12%	N/A	N/A
No Documentation of Travel Pre-Authorization	Documentation	29 / 12%	N/A	N/A
No Documentation of Multiple Airline Bids	Documentation	56 / 23%	UNK	UNK
<b>Total Exceptions</b>		<b>250 / NA</b>	<b>\$12,748</b>	<b>\$250,832</b>

## Recommendations

The Department of Finance should:

- A. Provide Travel Coordinator training to familiarize new coordinators with proper execution of County travel policies and procedures.
- B. Consider updating the County travel manual to address the concerns and questions that have surfaced during this audit.

Affected Departments should:

- C. Review travel claims where stays exceeded dates of official business, or meal per diems were incorrectly calculated and determine whether to recover these non-reimbursable expenses.

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# Issue 5 Mileage Reimbursement

## Summary

Errors in mileage reimbursements and under-utilized fleet vehicles result in higher than necessary local travel costs. We estimate the County could have saved \$150,000 if authorizing supervisors had validated mileage reimbursement requests and existing department fleet vehicles were effectively distributed. County management should revise Mileage Reimbursement policies and departments should monitor reimbursement requests and assign County vehicles effectively.

## Two Overarching Issues

Two issues from our work are significant – inefficient use of personal vehicles as a means to accomplish local travel, and errors in reimbursements. Addressing these issues could have a positive financial impact on the County.

## Balancing Local Travel Costs

In addition to using County fleet vehicles, some departments rely on employees to drive their own cars when traveling locally on County business. County departments should compare the cost of mileage reimbursement to the cost of maintaining a fleet car when determining the most effective way to fill transportation needs.

For example, Public Health's Tuberculosis (TB) Control Unit has a high rate of mileage reimbursement expense; three of the County's top four dollar reimbursements (for FY 2004) were paid to TB Control Unit employees. In FY 2004, one TB Control Unit driver was paid nearly \$12,000 in mileage reimbursement for driving approximately 32,000 miles. We looked at Public Health's



**A Chevy Cavalier similar to three currently assigned to the Public Health Department**

vehicle fleet and found that three Chevy Cavaliers were driven less than 10,000 miles in FY 2004. To reduce local travel costs, the department could reassign fleet cars to individuals who claim high mileage on personal vehicles, maximizing fleet usage and reducing mileage reimbursement costs.

## Reimbursement Errors

We reviewed 116 reimbursement requests submitted by ten employees with the highest mileage and found the following errors:

Error Description	Error Type	# Errors / Error Rate	Impact	Projected Countywide Annual Impact
Commuting miles not deducted	Expenditure	88/76%	\$972	\$53,990
Double payments generated through payroll processing errors	Expenditure	2/2%	\$813	\$45,167
Double payments identified/corrected by Payroll Department	Expenditure	13/NA	\$588	\$32,653
Claims exceeded mileage verified	Expenditure	10/9%	\$ 56	\$ 3,111
Mileage claimed on days off	Expenditure	9/8%	\$ 44	\$ 2,430
Authorizing supervisor did not approve request	Documentation	34/29%	N/A	N/A
Trip details not documented (address, personal miles, etc.)	Documentation	74/64%	N/A	N/A
Personal Vehicle/Insurance Forms not maintained	Documentation	60/52%	N/A	N/A
Requests submitted after due date	Documentation	18/16%	N/A	N/A
<b>Total</b>		<b>308</b>	<b>\$2,473</b>	<b>\$137,351</b>

## **Overstated Reimbursement Requests and Under Utilized Fleet Vehicles**

Our review of 116 mileage reimbursement claims revealed impacts to local travel expenditures in the following manner:

- Mileage reimbursement expenditures were overstated by nearly \$2,500, an error rate of 5.5 percent. Applying this error rate to total FY 2004 mileage reimbursement expenditures, the County may have over paid as much as \$137,000.
- The Public Health Department could have saved approximately \$16,000 in mileage reimbursements in FY 2004 after deducting gas and maintenance expenditures, if they had reassigned under-utilized vehicles to high mileage reimbursement requesters.

## **County Mileage Reimbursement Policy**

County policies that set guidelines for mileage reimbursement requests require employees to:

- Deduct round trip commuting mileage from a mileage reimbursement request
- Submit reimbursement requests no later than the pay period following the date the expense was incurred
- Maintain personal liability insurance as specified by Arizona State Statute
- Maintain and update a “*Request to Use Private Automobile for County Business*” form

## **Recommendations**

County Departments reimbursing for personal mileage should ensure that:

- A. Mileage reimbursement claims are fully documented, adequately reviewed, and in line with daily activity levels.
- B. Department vehicles are used to maximum advantage, distributing them among drivers with the greatest mileage burden.

The Office of Management and Budget should:

- C. Revise County Policy A2324 and related forms to clarify how drivers should deduct commuting mileage from reimbursement requests.
- D. Combine the Mileage Reimbursement and Authorization to Use Personal Vehicle Policy, making all related forms available on the County Intranet site.

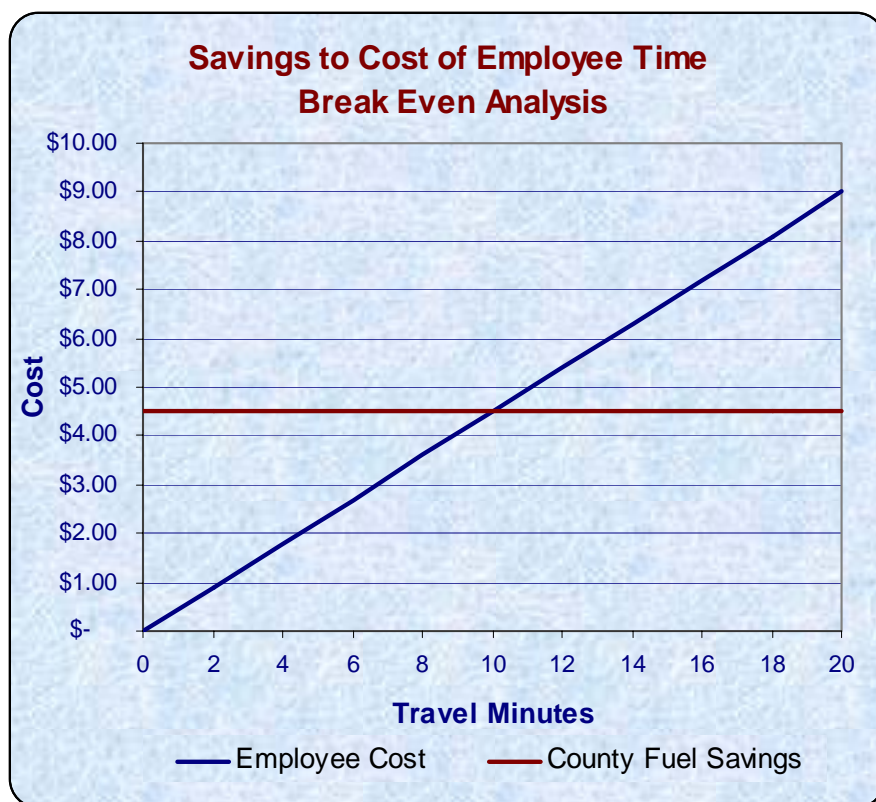
## Issue 6 Cost Effective Fuel Usage

### Summary

Overall, County drivers do an adequate job of using County fuel efficiently by relying on County pumps as their primary source of fuel and supplementing with retail purchases when necessary. Only four percent, or about \$20,000 of the total retail purchases in the four quarters under review were purchased at a retail outlet within 2.5 miles from an accessible County fueling facility.

### Balancing County Pump and Retail Fuel Usage

On average, purchasing unleaded and diesel fuel at local retail pumps costs an additional 18 to 33 percent, respectively, over County pump prices. County drivers should obtain fuel from County pumps when practical, however, factors make driving distances to reach a County pump less cost effective. To determine the most efficient and cost effective use of County fuel, departments should factor in the cost of employee time as compared to fuel cost savings. A sample analysis for a hypothetical employee, earning a fully burdened \$27 per hour, is shown below.



**The County will save an average of \$4.50 on a 15-gallon fill-up, at current prices. It may not be cost effective for County employees to drive more than 2.5 miles out of the way to fuel at a County pump.**

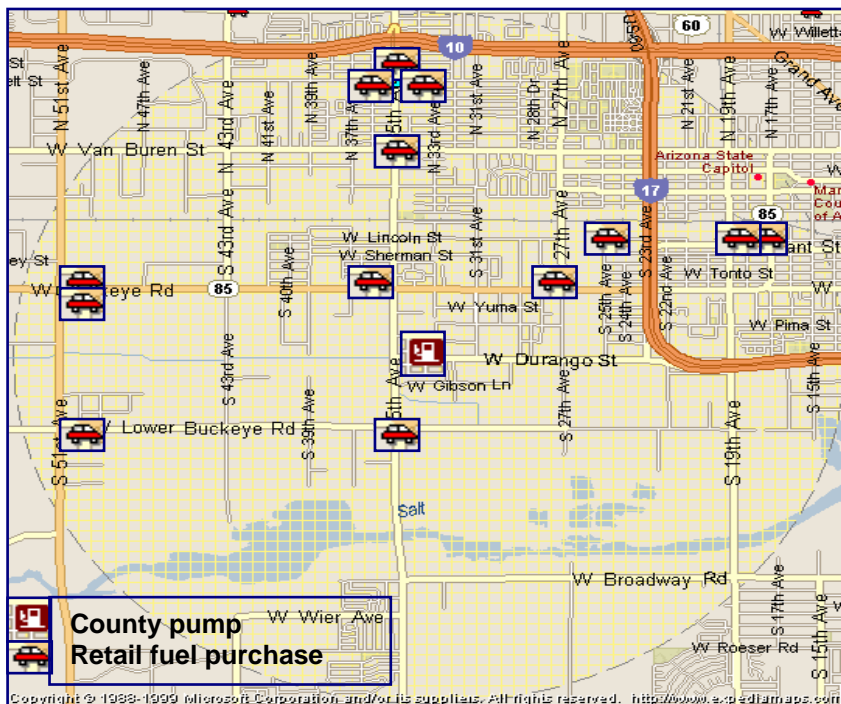
Our example assumes that a 2.5 mile distance requires a 5 mile round trip. The trip covers a mile every two minutes at an average speed of 30 miles per hour, which takes into account stoplights and traffic.

In addition to factoring in the value of employee time, some County departments may have other issues to consider:

- Departments responding to citizen calls on an emergency basis such as Transportation, Flood Control, and the Sheriff's Office may be more dependent on retail fueling to respond on a timely basis
- Departments with routine driving patterns could allow for pre-planning of fuel stops at County facilities
- P-card use requires additional administrative cost (for those departments without cards, now considering them)

### County Pump vs. Retail Purchase Analysis

To verify that County drivers were making efficient use of County facilities, we analyzed the practices of seven of the larger fuel-using departments. We compared the percentage of fuel obtained from retail establishments versus County pump sites and the proximity of retail purchases to County pumps. We chose a 2.5 mile radius around County pumps, which would translate into a 5 mile, or approximately 10 minute, round trip. Overall, only four percent of retail transactions occurred within 2.5 miles of an available County pump.



**Thirteen retail fueling transactions occurred within a 2.5 mile radius of the 24-hour Durango County pump facility during our observation period**

### Recommendation

County department fleet managers should consider working with Equipment Services to establish guidelines for department drivers' fueling practices.

# Department Response

The Countywide Travel Audit required written responses from five County offices and departments. We concur with all responses provided, except the following two from MCSO.

**Issue 1A – MCSO Policy on Take-Home Vehicles (See Pages 9-12)**

**Issues 2A & B – Extradition (See Pages 13-15)**

## Auditors' Comments

**Issue 1A:** We do not agree that the MCSO policy allowing Sheriff employees to use County vehicles and fuel for personal reasons is appropriate, or is sufficiently detailed to ensure the practice is limited to essential personnel. At a minimum, the policy should list specific job functions that have a high likelihood of being called in, and should limit take home vehicles to that select group.

**Issues 2A & 2B:** We do not agree that MCSO policies allowing Sheriff personnel to make unnecessary side trips during extradition travel is appropriate. An additional day is not required to “develop a transport plan” for the return trip. In addition, driving hundreds of miles for non-business activities on this additional day does not “provide appropriate rest to fight the fatigue factor.” **NOTE:** Many details provided in the Sheriff’s response do not relate to the issue at hand.

AUDIT RESPONSE – COUNTY-WIDE TRAVEL AUDIT  
MARICOPA COUNTY SHERIFF'S OFFICE  
AUGUST 10, 2005

**Issue #1**      **Retail Fuel Purchases**

The Maricopa County Sheriff's Office is a 24/7 operation covering extensive and remote land and water masses. The County is 9,226 square miles with over 7,700 of those miles unincorporated. MCSO Policy GE-4, 1.B and 5.A-C establishes procedures for determining when an assignment requires a take-home vehicle. A copy of this policy as well as all of the Sheriff's Office Policies was provided to the County's Internal Audit Department. The Sheriff's Office Divisions most affected by distance and remote locations include Lakes and Rivers, Trails, Narcotics, Homicide, SWAT, K-9, Homeland Security, District Detectives, Fatal Accident Investigation Team, General Investigations, Field/Disaster Response Teams, Search and Rescue and virtually every area that a take-home vehicle assignment is required in order to respond after hours. The Office does not have staff available to be cover duties on a "call-out" basis. Night and weekend call outs are common. As such, deputies, supervisors and commanders assigned to these units are instructed to be ready at all times for call out. As additional support, deputies working off-duty are required to respond to call-outs and each deputy is fully equipped with pager, cell phone and radio allowing immediate contact and instruction for call-out incidents. Off duty work locations are tracked and off-duty deputies are routinely called away to respond. Having staff available to respond from all areas of the County is not a luxury but a necessity.

Given these circumstances and the need to provide a response as quickly and effectively as possible, the Office has dedicated a large portion of its fleet as take home vehicles. Additionally, the Office finds having staff willing to fuel vehicles on weekends, the day before reporting to work, before a shift or after a shift to be beneficial. Vehicles are thus ready for call out and when staff reports for a shift, they are ready to begin their shift immediately without taking time to fuel vehicles.

**Recommendation A:**

Revise policies to define when MCSO vehicles may be taken home overnight, ensuring that vehicles and fuel are used only for County purposes and that County assets are efficiently and economically used.

**Response:** Do not concur. The Sheriff's Office policy on the assignment of take-home vehicles is restricted to individuals who have a reasonable expectation of being called out during their normal, off-duty hours. Given the County mass, remote locations and 24/7 operation, the Office believes the current policy on current assignment of take-home vehicles enables the Office to meet service demands and expected response times.

**Recommendation B:**

Compare P-card transactions to employee timesheets and investigate any transactions on non-workdays.

Response: Concur. With over 3,100 employees and 819 P-card holders, there is an average of 1,247 P-card transactions monthly. Cardholders, supervisor, and division commanders are responsible for accuracy and compliance based on MCSO P-card procedures and County Policies. The Sheriff's Financial Management Bureau has 1.5 staff assigned to the Office's P-card program. The Financial Management Bureau has performed random audits of timesheets and P-card transactions. An auditor from Internal Affairs has recently been assigned the Bureau and this individual will be tasked with this type of auditing as well as other assignments. Not only will the auditor address the financial transaction and its appropriateness, but also policies compliance or lack of from all levels of command.

Target Completion Date: Completed. This is an ongoing process and review.

Benefits/Costs: Improved processes and reviews; possible reduced costs.

## **Issue #2:** Extradition Travel

The Sheriff's Office extradition travel is completely different from basic County business travel or training. The returning of a felon who is in the custody of another jurisdiction or federal prison is much more complicated and time consuming than identified in Internal Audit's summary. The safety of the public passengers, the security of the prisoner and deputy sheriffs within the most cost-effective means are paramount issues for every extradition trip.

The standard MCSO policy is to use the least expensive route to the location based on a variety of circumstances. It is a well know fact that travels to major cities and/or "hubs" is substantially less in cost for airfare. Travels to smaller town airports are traditionally more expensive and on smaller planes which pose additional security issues. The Sheriff's Office procedure of flying into larger airports and driving to smaller towns is not only less expensive but provides a safer environment for all concerned. The extradition travel desk calculates each trip to identify the least expensive route along with each set of variables and books the trip accordingly. It is least expensive to travel to a major city airport and driving farther rather than flying to a smaller secondary airport. Rental cars are booked with unlimited mileage.

The Sheriff's Office policy for 3-day travel on trips east of the Mississippi River has been in place for over 20 years. The policy is in place to minimize or eliminate overtime for extradition trips and to allow adequate rest time for travel, time zone changes and coordination with destination officials and courts. The security requirements of two armed deputy sheriffs for extradition travel require early arrival and check in on the out bound plane. In addition to the routine baggage check and boarding pass processes, the deputy sheriffs must file paperwork and identification verification for the airlines as well as the Transportation Safety Administration and the local airport police. These processes require a minimum of 2 to 2.5 hours in advance of flight departure. The first day of the 3-day extradition trip usually takes 8 to 10 hours. Travel time to the departing airport, flight time, baggage claim, rental car and travel to the destination hotel requires a minimum of 8 hours. The second day of the extradition trip requires the deputy sheriffs to develop a transport plan according to the requirements of the destination, the felon, and security requirements. The third day requires the deputies to arrive at the correctional facility at least 2 hours before the prisoner is available for release in order to

process paperwork, identity confirmation, release of personal property and warrant verification. Transport to the airport, processing at the airport, flight time, baggage claim, and transport of the felon to the jail makes this day as long as 14 to 16 hours.

**Recommendation A:**

Revise extradition policies to restrict trip duration to include an appropriate rest period prior to prisoner pick up instead of a standard number of days.

Response: Do not concur. The Sheriff's Office current policy does restrict trip duration and provides appropriate rest period to fight the fatigue factor while ensuring the ultimate safety of the traveling public and deputies. Occasionally employees are approved an additional day for personal travel but employees are expected to pay their own expenses and to flex out their extra hours or take personal leave.

**Recommendation B:**

Revise written policies that require deputies' overnight stays to be within a reasonable proximity of the prisoner pickup point or airport, such as a 20-mile radius.

Response: Do not concur. The Sheriff's Office believes current policy meets the requirements and restrictions of extradition travel. The Sheriff's Office books travel to major cities or hubs and uses car rentals with unlimited mileage to final destinations. This method has proven to be the least expensive for extradition trips. Occasionally employees are approved an additional day for personal travel at their own expense which may involve greater mileage (which is covered with the unlimited mileage rental) from prisoner pickup location.

**Recommendation C:**

Enforce County policies preventing County P-cards from being used for personal expenditures or to temporarily fund non-County travel.

Response: Concur. The Sheriff's Office recommends review of extradition travel by the Sheriff's Internal Affairs auditor. Cardholders, supervisors and division commanders are responsible for accuracy and compliance based on the MCSO P-card procedures and County policies. The reviews would address financial transaction appropriateness as well as policies compliance by all levels of staff.

Target Completion Date: Completed. This is an ongoing process and review.

Benefits/Costs: Improved processes and reviews; possible reduced costs.

**Issue #3: County Pump Observation**

As discussed in Issue #1, the Maricopa County Sheriff's Office is a 24/7 operation covering extensive and remote land and water masses. The County is 9,226 square miles with over 7,700 of those miles unincorporated. MCSO Policy GE-4, 1.B and 5.A-C establishes procedures for determining when an assignment requires a take-home vehicle. Given these circumstances and the need to provide a response as quickly and effectively as possible, the Office has dedicated a large portion of its fleet as take home vehicles. The Public Information Office is always included as "first responders" to emergency situation. The deputies working in Internal Affairs are subject to "first responder" call out on an as need basis. Additionally, the Office finds having staff willing to fuel vehicles on weekends, the day before reporting to work, before a shift or after a shift to be beneficial. Vehicles are thus ready for call out and when staff reports for a shift, they are ready to begin their shift immediately without taking time to fuel vehicles.

**Recommendation A:**

Reassess its need for unprogrammed (low org) fuel keys, and increase physical controls over any remaining unprogrammed fuel keys to guard against loss or unauthorized use.

Response: Concur. On May 27, 2005, upon learning about the excessive number of fuel keys issued, the Sheriff's Office notified all employees that the non-generic fuel keys would be turned off on June 15, 2005. Individuals requiring a non-generic fuel key were instructed to request a new key with justification to the Sheriff's Office Fleet Manager. As of this response, 204 fuel keys have been issued. A complete inventory for these keys has been developed and will be maintained by Fleet Management and reviewed and audited by the Sheriff's Office Financial Management Bureau auditor.

Target Completion Date: Completed. This is an ongoing process and review.

Benefits/Costs: Improved processes and reviews; possible reduced costs.

**Recommendation B:**

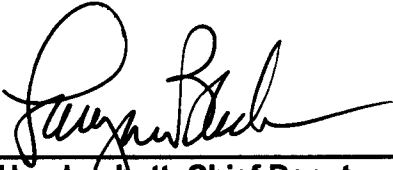
Implement internal controls over County fuel transactions to ensure fuel is used only for authorized County business.

Response: Concur. With over 3,100 employees and 819 P-card holders, there is an average of 1,247 P-card transactions monthly. Cardholders, supervisor, and division commanders are responsible for accuracy and compliance based on MCSO P-card procedures and County Policies. The Sheriff's Financial Management Bureau has 1.5 staff assigned to the Office's P-card program. The Financial Management Bureau has performed random audits of timesheets and P-card transactions. An auditor from Internal Affairs has recently been assigned the Bureau and this individual will be tasked with this type of auditing as well as other assignments. Not only will the auditor address the financial transaction and its appropriateness, but also policies compliance or lack of by all levels of command.

Target Completion Date: Completed. This is an ongoing process and review.

Benefits/Costs: Improved processes and reviews; possible reduced costs.

Approved By:

  
for David Hendershott, Chief Deputy

## Audit Response

Department of Transportation August 5, 2005

### Issue #1:

MCDOT did not follow P-card policy for maintaining and approving transaction receipts. In one case, a MCDOT employee was unable to provide receipts for 90 percent of P-card transactions. In Three instances, MCDOT employees purchased items described by P-card records as a "Merchant Snack". MCDOT did not retain receipts for these transactions.

For the period under review, MCDOT management did not require employees to maintain and submit receipts, and did not provide effective oversight for employee P-card transactions.

Response: Concur.

**Recommendation A:** Enforce current P-card policy by requiring receipts for all transactions and approving P-Card fuel purchases.

Response: Concur-MCDOT will require all P-card holders to submit monthly logs to the MCDOT Procurement Office. The monthly logs will contain:

1. Billing statement signed by cardholder and supervisor/manager indicating that all purchases were for use of Maricopa County and in compliance with Maricopa County policies.
2. Legible copies of all receipts, sorted in order by charge date. If, for some reason, the cardholder does not have documentation of the transaction to verify the monthly statement, s/he must attach an explanation that includes a description of the item, date of purchase, vendor's name and why there is no supporting documentation.


Target Completion Date: 08/22/2005

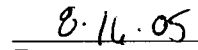
Benefits/Costs: Increased control over accuracy and accountability of P-Card Program.

Approved By:

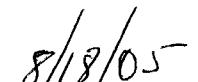
  
\_\_\_\_\_  
Department Head/Elected Official

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Chief Officer

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
County Administrative Officer

  
\_\_\_\_\_  
Date

AUDIT RESPONSE  
COUNTY-WIDE TRAVEL AUDIT  
FISCAL YEAR ENDING June 30, 2005

**Issue: Fueling at County fuel sites**

Response: Concur.

**Recommendation A:** Consider installation and monitoring of security cameras at high-traffic fueling sites.

Response: Concur. Consideration is being given to the installation of surveillance equipment at one site and possibly others over a period of time. Given the monetary impact of such a move for Equipment Services, it is unlikely to take place until Fiscal Year 2006-2007.

Target Completion Date: 6/30/06

Benefits/Costs: Reduction in unauthorized acquisition of County fuel. The savings realized from reduction in unauthorized fuel acquisition should exceed the cost of the video surveillance equipment.

**Recommendation B:** Limit issuance of low org fuel keys to small equipment (non vehicles).

Response: Concur – will implement with modifications. Low org fuel keys are currently issued on the authority of a County department supervisor. This signature authority should be restricted to approval by the department director or designee. For inventory control purposes, the keys should be accounted for at least once a year by the director.

Each department is responsible for monitoring how much fuel is being used, to include the intended purpose of the fuel. A detailed report of fuel purchased is sent to the customer at the end of each month, for them to verify fuel quantities/\$ charged against their low org. Equipment Services has no control of these fuel keys once they have been issued out.

Target Completion Date: 6/30/06

Benefits/Costs: Reduction in unauthorized acquisition of County fuel.  
Implementation of this recommendation requires no costs in excess of the costs of basic stewardship.

Approved By:

  
\_\_\_\_\_  
Department Head/Elected Official

8-24-05  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Chief Officer

8-24-05  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
County Administrative Officer

8/29/05  
\_\_\_\_\_  
Date

**AUDIT RESPONSE**  
**DEPARTMENT OF FINANCE August 23, 2005**

**Issue:**

Adherence to County travel policies should be improved. Although we did not note any significant misrepresentations on the travel claims reviewed, closer adherence to the County Travel Policy would have a positive impact on County travel expenditures. County management and affected departments should strengthen internal controls over travel expenditures and follow existing travel policies and procedures.

**Response:** Concur.

**Recommendation A:** Provide travel coordinator training to familiarize new coordinators with proper execution of County travel policies and procedures.

**Response:** Concur. The DOF is creating a Training Certification Program which will include a session on Travel. At this time the Department of Finance has just completed the survey portion of the program development. The results of the survey will define which sessions are most crucial to individual departmental success.

**Target Completion Date:** August 2006

**Benefits/Costs:** The benefits are an increased compliance with County Travel Policies and Manual. The development of the training and associated materials will have a cost. To minimize the costs, current Department of Finance staff will develop the training and solicit the assistance of current Travel Coordinators. The overall costs are undetermined at this time.


**Recommendation B:** Consider updating the County travel manual to address the concerns and questions that have surfaced during this audit.


**Response:** Concur. The Department of Finance will be updating the Travel Manual regarding the issues defined in the audit process. The Department of Finance has been in communication with Internal Audit regarding proposed changes.

**Target Completion Date:** August 2006.

**Benefits/Costs:** The benefits are increased clarification regarding travel issues. There are no costs associated with the enhancement of the Travel Manual.

**Approved By :**

  
\_\_\_\_\_  
**Department Head/Elected Official**

  
\_\_\_\_\_  
**County Manager**

8/24/05  
**Date**

8/29/05  
**Date**

**AUDIT RESPONSE  
OFFICE OF MANAGEMENT AND BUDGET  
AUGUST 31, 2005**

**Issue 5: Mileage Reimbursement**

**Recommendations C and D:** Revise County Policy A2324 and related forms to clarify how drivers should deduct commuting mileage from reimbursement requests. Combine the Mileage Reimbursement and Authorization to Use Personal Vehicle Policy, making all related forms available on the County Intranet site.

Response: Concur. A meeting scheduled is for 8/30/05 with the group that crafted the most recent policy to consider the revisions with a target date of October 31 to implement the changes.

Target Completion Date: 10/31/05

Benefits/Costs: Increased understanding of policy by employees and easier administration of mileage reimbursement process.

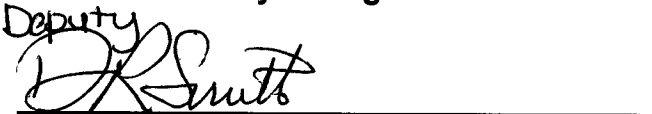
Approved By :

  
Department Head/Elected Official

8/24/05  
Date

  
~~Assistant~~ County Manager

8-26-05  
Date

Deputy  
  
County Manager

8/29/05  
Date